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This work, thus, is built, as its title indeed implies, on very broad lines. To aid in the realization of his ideals, the author turns, in the absence of a sufficient literature of the history of business administration itself, to military history, the history of natural science, and to a general survey of the administrator as diplomat. The whole idea is fresh and the illustrations, so far as they go, apt and stimulating. One feels that the author's information is unlimited and that he could, if he would, give us much more illuminating material. Indeed if the book is on the whole disappointing it is because the presentation of highly valuable ideas is too fragmentary and out of proportion. The analogy between the problems of management and the problems of the general staff, as is so well pointed out, is very close. Yet there is not enough definite information as to the more highly developed administrative methods in military affairs; and concrete illustrations from the history of diplomacy, which would be helpful, are lacking. In a condensed form, merely suggestive of the lines of thought pursued, or as a volume twice the size of the present one this work would, to the reviewer's mind, have been more valuable.

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New Haven.

Accounting Practice and Procedure. By ARTHUR LOWES DICKINSON. (New York: The Ronald Press Company. 1914. Pp. xi, 315. \$3.50.)

Mr. Dickinson makes a notable contribution to the literature of accounting, which reflects the mature views and wide experience of an accountant whose qualification as a leading authority has grown out of extensive practice in England and the United States, and whose numerous published addresses and articles have long cleared the way for both student and practitioner. The book's discriminating analysis of problems is frequently strengthened by attention to considerations of legal and administrative policy affecting specific applications of general principles, and by citations of English laws which often differ from, or go farther than, the legal rules governing American accounting. Strong ground is taken throughout against many prevalent artificialities of accounting which, through their unintelligibility to the layman, may effect obscurity, if not actual misrepresentation of facts.

An introductory chapter presents a conventional review of bookkeeping terminology and principles, chiefly significant in its concise illustrations of the progress in modern bookkeeping procedure. Seven chapters are devoted to problems of the balance sheet and income account, ranging from questions of terminology and form to applications of principles and details of procedure. Of especial note are the discussions concerned with the valuation of the various classes of assets, with the related questions of profits, with investments for various purposes, and with special points in corporation accounting and finance. A section pertaining to the accounts of holding companies illuminates the complexities of the consolidated balance sheet and income account and intercompany profits and losses.

The need of a closer approach to uniformity in the form and terminology of published accounts is urged, and the suggestions offered are, for the most part, clearly pertinent. After pointing the way, however, the discussion falls short of convincing conclusion by objecting to terms which every-day usage seems already to have established practically as standards. For example, it is stated that "revenue" and "net revenue" are synonymous with "income" and "net income" and should be abandoned, and that "gross income" and "gross revenue" are useless terms, "the distinction between income and net income being quite sufficient." Yet these terms appear to have very distinct and useful meanings as used in the schedules of the Interstate Commerce Commission and numerous state public service commissions, and as these schedules have influenced terminology in the accounts of private enterprises. The reviewer ventures the opinion, moreover, that, in the interest of a standardized structure for published statements, accountants, as writers or as practitioners, can well afford to dismiss individual preferences and etymological objections as to terms which common usage is making standard.

A chapter on some theories and problems in cost accounting is concerned chiefly with Mr. Dickinson's well-known views opposing the inclusion of interest and rent in manufacturing costs. His argument is stronger in so far as it involves considerations of practical accounting than in its resort to considerations of theoretical principle, for his main contention seems to be based upon a faulty use of the term "profits," and to miss, therefore, the point of his opponents' argument and purpose. Thus, at one point appears the statement that "all returns upon money in-

vested, whether in bonds, stocks, or other business enterprises, are the profits realized on the use of that money"; again, that "the principle that rent and interest are a distribution of profits is recognized in the form in which railroad accounts are now required"—assertions which, it is believed, are scarcely borne out by the usages of economics, of railway accounting, or of business. This fallacy also destroys the force of the argument introduced by the question, "To whom should the profits earned over and above the (assumed) rate so charged belong?" Faulty in part, the author's position is, nevertheless, well supported, for he argues strongly that the procedure he opposes must involve arbitrary assumptions with results of doubtful validity.

The final chapter discusses the duties and responsibilities of the public accountant in respect (1) of the prospectus; (2) of audit; and (3) of liquidation and consolidation. It reflects the broad outlook of the writer as well as his clear sense of the ethical standards which should govern the accountant. The discussion of accountant's certificates and estimates of earnings is especially able. An appendix of eight sections contains extracts from English and Canadian laws relating to accounts, forms of balance sheet prescribed by the Interstate Commerce Commission, and forms of statements required of national banks and of insurance companies in New York.

The book has significance not alone for students and practitioners through the breadth of its survey of technical problems, since it also gives sharp emphasis to intelligible and thorough-going accounting as a factor in the private management and public control of large-scale enterprise. The volume may well prove suggestive, therefore, to the economist, publicist, and business man.

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NEW BOOKS

DE BEAUMONT, L. R. *Manuel pratique des marchés industriels et des ventes à terme à livrer des courtiers et commissionnaires et des bourses de commerce.* (Paris: Larose & Tenin. 1914. 3 fr.)

BEXELL, J. and NICHOLS, F. G. *Teacher's reference book to accompany "Principles of bookkeeping and farm accounts."* (New York: American Book Co. 1914. 50c.)

BRANDEIS, L. D. *Business—a profession.* (Boston: Small, Maynard & Co. 1914. Pp. lvi, 327. \$2.)